



Province of the
EASTERN CAPE
COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS

Directorate of Corporate Communication

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**CORPORATE COMMUNICATION POLICY OF THE DEPARTMENT OF COOPERATIVE GOVERNANCE AND
TRADITIONAL AFFAIRS, EASTERN CAPE PROVINCE, BHISHO**

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SIGN OFF**1. HEAD OF DEPARTMENT**

The Corporate Communication Policy (CCP) has been recommended by Head of Department (HoD) for the Department of Cooperative Governance and Traditional Affairs (DCoGTA).

I am satisfied and concur with the contents of this Policy. The development of the CCP will ensure that departmental employees use the document as a guide to communicate decision-making in the organization.

Signed	
Designation	Acting Head of Department
Date	21/10/2024

2. EXECUTIVE AUTHORITY

In line with the applicable legislation for communication services in the Republic of South Africa, I therefore trust that guidance from the CCP will contribute to the improved management of official departmental information by all internal stakeholders.


Signed	
Designation	Honourable Z.A Williams Member of the Executive Council for DCoGTA
Date	30/10/2024

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ACRONYMS

1. APP	Annual Performance Plan
2. BCCSA	Broadcasting Complaints Commission of South Africa
3. AG Office	Auditor General's Office
4. AR	Annual Report
5. CCP	Corporate Communication Policy
6. CIM	Corporate Identity Manual
7. CC	Corporate Communication
8. CAP	Communication Action Plan
9. CS	Communication Strategy
10. DCoGTA	Department of Cooperative Governance and Traditional Affairs
11. DCC	Directorate of Corporate Communication
12. ECHTKL	Eastern Cape House of Traditional and Khoisan Leaders
13. ECPL	Eastern Cape Provincial Legislature
14. Email	Electronic mail
15. ETPR	End Term Performance Report
16. HYR	Half Yerly Report
17. HoD	Head of Department
18. GCIS	Government Communication and Information Services
19. GCP	Government Communication Policy
20. ICF	Internal Communication Forum
21. LGCF	Local Government Communicator's Forum
22. MEC	Member of the Executive Council
23. MLO	Media Liaison Officer
24. MTPR	Medium Term Performance Report
25. MTSF	Medium Term Strategic Framework
26. NCSF	National Communication Strategic Framework
27. NDP	National Development Plan
28. OP	Operational Plan
29. OTP	Office of the Premier
30. PAIA	Promotion of Access to Information Action

31. PC	Press Council
32. PCS	Provincial Communication Strategy
33. PC	Policy Speech
34. PAIA	Promotion of Access to Information Act, 2000
35. PSA	Public Service Act
36. PT	Provincial Treasury
37. SALGA	South African Local Government Association
38. SDC	Service Delivery Charter
39. SP	Strategic Plan
40. SoNA	State of the Nation Address
41. SoPA	State of the Province Address

1. INTRODUCTION

- a) In the Constitution of the RSA, 1996, Chapter 2 of the Bill of Rights, on Freedom of Expression states that “everyone has the right to freedom of expression which includes freedom to receive or impart information or ideas.”
- b) The Promotion of Access to Information Act 2 of 2000 (PAIA), fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information.
- c) Cogta employees are the most valuable resource therefore it is important to communicate effectively to maximise their potential. Keeping them motivated, informed and loyal to the CoGTA vision, mission and values through an internal communication programme that is inclusive, free-flowing and tailored to obtain maximum participation, will help to fulfil the organisation’s long-term objectives.
- d) The intensification of internal and external communication about government programmes is motivated by the need for public servants to have a good grasp of government’s programme of action. This will assist them to do their job well and intensify the struggle against poverty, unemployment, and inequality. In the end, they become good ambassadors of the department.

2. PURPOSE

- a) The purpose of the Policy is to achieve an integrated, coordinated and coherent communication system internally and externally between the department and its key stakeholders.
- b) The Policy will provide direction regarding the basic requirements of communication guidelines for effective two-way departmental communication.
- (c) The Policy is not intended to be exhaustive, hence it will be updated after 5 years or sooner as and when necessary.

3. BACKGROUND

- a) In 1994, South Africans elected a democratic government with a mandate to build a prosperous country where the basic needs of all its people would be catered for, human dignity restored, and all South Africans could feel they belong. To do this, government adopted a developmental approach to govern in partnership with all South African citizens.
- b) In that context government communication becomes an integral part to redress the inequalities in the country, broaden access to services, build effective institutions and open opportunities for all citizens to have access to jobs and employment.
- c) Communication is a key strategic service to ensure that information is widely accessible within the public space, engage citizens in conversation around critical issues and to empower them to participate in not only shaping government policies but also in taking up opportunities that affect their lives.
- d) Effective communication also can contribute positively to government endeavours – leading to good governance, improved internal staff and external citizen/stakeholder morale, and contributing towards meeting government’s aims and objectives. It further builds public trust and confidence in the integrity of government and can be used to challenge any negative perceptions that might exist in the public space.
- e) The Constitution of the Republic of South Africa, 1996 provides the framework for communication within the South African environment and regards freedom of expression and the public’s right to information as fundamental rights.
- f) Government communication is driven by democratic principles of openness and participation, including the basic principles of transparency, accountability and consultation.
- g) This CCP is meant to strengthen departmental communication services to deliver on its mandate in line with a developmental communication approach of national.

4. REGULATORY FRAMEWORK

The Policy is informed by the following statutes and other related policies and legislative mandates:

- a) Constitution of the Republic of South Africa, 1996
- b) Public Service Act, 1994 (Act 103 of 1994 as amended by Act 30 of 2007).
- c) Promotion of Access to Information Act 14 of 2000 .

- d) National Development Plan Vision (NDP) 2030
- e) National Communication Strategic Framework
- f) Government Communication Policy, September 2016

5. POLICY PRINCIPLES

The Policy proposes a professional two-way effective communication process between DCoGTA and its various internal and external stakeholders. It is the responsibility of various Programmes of Cogta to sponsor service delivery projects to the DCC including life changing developments towards the creation of better communities. This applies to making available relevant content and pictures for publication purposes in the communication platforms of the department. The Policy is underpinned by the Batho Pele principles namely;

- i) Courtesy and 'People First',
- ii) Consultation,
- iii) Service excellence,
- iv) Access to services,
- v) Promotion of access to information,
- vi) Public participation,
- vii) Openness and transparency,
- viii) Redress, and
- ix) Value for money.

The following DCoGTA Values are also considered namely;

- a) **Consultation:** We always consult our customers on the level, quality and choices of the services we offer.
- b) **Quality:** We set high standards geared towards effective and efficient services delivery.
- c) **Equality:** We shall give equal access to our services to all, with special emphasis on targeted groups.
- d) **Professionalism:** We believe that our customers are entitled to be treated courteously and with the highest level of professionalism.
- e) **Highest ethical standards:** We shall always maintain zero tolerance towards fraud and corruption.

- f) **Staff our greatest assets:** We believe that our employees are integral to the success of the Department, and we will always endeavor to ensure that their organizational needs are satisfied.
- g) **Responsiveness:** We pledge to respond speedily and effectively to the needs of stakeholders and communities.

6. POLICY APPLICATION AND SCOPE

The Policy applies to all five (5) Programmes of the Department without exception towards integrated strategic communication, strategizing and planning. These are Programme 1: Administration, Programme 2: Developmental Local Government, Programme 3: Development and Planning, Programme 4: Traditional Institutional Management and Programme 5: Provincial House of Traditional Leaders.

7. INTERNAL COMMUNICATION

Organizational communication happens downwards and upwards, horizontally and vertically, interpersonal and in small groups. In this regard, the following principles should apply;

- a) Communication planning must be integrated into strategic departmental planning at management level. This means that when the various programmes hold their planning meetings, communicators must be included.
- b) Communication is a professional function and should not be subject to the instability that is a feature of the political environment. Instead, communication services (and the communicator's role) should be seen as permanent, consistent and stable.
- c) Directorate of Corporate Communication (DCC) must be headed by a Director supported by subordinates in line with the official and approved organogram.
- d) Communicators must participate in all strategic decision-making structures at the political and administrative interface levels and in those communication structures that have been set up internally to realise the communication objectives of the department.
- e) The Communication Action Plan (CAP) should be signed off by the Chief Director for Strategic Management, Communication and Information Services (SMCIS).

7.1 Strategic Publications

The DCC is responsible for the production of the following publications.

- i) Strategic Documents namely, Strategic Plan (SP), Annual Performance Plan (APP), Operational Plan (OP), Service Delivery Charter (SDC) and the Policy Speech (PS). These documents except the Strategic Plan are produced once a year and distributed to key stakeholders including the MEC, members of the ECHTKL, SMS members, Provincial Legislature, Auditor General's (AGs) Office, Provincial Treasury (PT), South African Local Government Association (Salga), etc. The SP is produced once in five years and submitted to Legislature and distributed to stakeholders.
- ii) The Annual Report (AR) is disseminated to key stakeholders including the MEC, SMS members, Provincial Legislature, AG's Office, PT, Executive Committee (EXCO) of the Eastern Cape House of Traditional and Khoisan Leaders (ECHTKL).
- iii) The Half Yearly Report (HYR) is disseminated to key external stakeholders including the Eastern Cape Provincial Legislature (ECPL), Office of the Premier (OTP) and PT.
- iv) Medium-Term Performance Report (MTPR) is disseminated to key external stakeholders including the ECPL, OTP and PT
- v) End Term Performance Report (ETPR).

7.2 Internal Communication Platforms

- i) DCoGTA Newsletter, is a quarterly publication meant to profile service delivery projects and information as part of the mandate of the department.
- vi) DCogta Special Edition, published as and when there is a need on special departmental projects like municipal interventions, House projects, etc.
- vii) News Flash, gets published twice a month with a focus on newsworthy content from departmental events like review and strategic sessions, opening of the House of Traditional and Khoisan Leaders, MEC and House programmes, etc for consumption by employees.
- viii) Did You Know Newsletter, published twice a month which publishes snippets of government news and information for employees.
- ix) Email distributes news and information in the form of Memos, Circulars, to Cogta employees individually and collectively.
- x) All employees are encouraged to adhere to the uniform and official email signature of the department.
- xi) Facebook Page is managed by the DCC with a focus on newsworthy content primarily on service delivery projects and events like the opening of the ECHTKL, MEC programmes, etc for consumption by internal and external stakeholders.

- xii) SMS WhatsApp Group for the immediate sharing of news and information as and when there is a need to do so. Other social media platforms, like Tik-Tok will be introduced in due course to respond to the demands of the Fourth Industrial Revolution.

7.3 Corporate Identity Manual

- i) The Directorate is the custodian of the Corporate Identity Manual (CIM) of the department hence no promotional material should be produced without consulting the Directorate to guarantee consistency in its application.
- ii) All employees are encouraged to comply with the correct brand application contained in the CIM. This applies to stationery templates, promotional material, etc.
- iii) The use of departmental stationery or business cards or other official trademarks or documents to further an individual's private business interests or to express political or personal viewpoints is expressly forbidden.

8. ROLES AND RESPONSIBILITIES OF VARIOUS STAKEHOLDERS

8.1 Executive Authority

The MEC for DCoGTA must:

- a) Take responsibility for the political communication of the department.
- b) Account to the public on government policy, its aims and objectives and report back on deliverables.
- c) Interact with the public to solicit views and input into government activities.

8.2 Head of Department

The HoD or his/her delegate is the final authority on DCoGTA communication services. The HoD or his/her delegate must:

- a) Designate the Director to ensure that all other communication functions are adequately staffed.
- b) Ensure that there is an adequate budget for communication activities.
- c) Advocate for communication to be recognised as a strategic function.

- d) Ensure that the Communication Strategy (CS) and Communication Action Plan (CAP) are approved and implemented.
- e) Ensure that the Director has the adequate skills and knowledge for the post.
- f) Provides oversight to the communication function.
- g) Assist with the delivery of information to specific forums and the public when called upon to do so.

8.3 Director: Corporate Communication

8.3.1 Structures and Authority

The Director's structures and authority are as follows;

- a) is the most senior communication official in a department. He/she straddles the communication function across the political and administrative arms and is responsible for the overall communications function.
- b) provides support to the Communication Unit of the ECHTKL when requested to do so. The House enjoys semi-autonomy hence it has its own Communication Unit for its operational activities.
- c) consults the HoD, Deputy Director Generals (DDGs), Chief Directors and Directors on media related issues.
- d) must be included in the executive structure of the department to enable him/her to better articulate departmental policy, ensure that policy and programmes are communicated effectively, to present current affairs and to provide advice on the communication implications of deliberations. Examples of these structures include, but not limited to the following:
 - i) Executive Management meetings.
 - ii) Technical and Political MuniMEC meetings, and ‘
 - iii) Any other relevant meeting for strategic communication guidance.
- e) must take the lead in the establishment of communication structures to ensure proper coordination and integration of communication policies and programmes throughout the department.

8.3.2 Departmental Spokesperson

- a) The Director is the official spokesperson of the department.

b) The departmental spokesperson must:

- i) Convey the decisions of the highest decision-making authority of the department and this can be done with the support of the Provincial Communication Services in the OTP, Municipal Communicators, Government, Communication and Information Services (GCIS) or any other Communicator from the Sector Departments provincially and nationally.
- ii) Chairs Media briefing sessions
- iii) Liaise with all relevant communication stakeholders to ensure that issues that might have arisen in the media environment are clearly articulated.
- iv) Consult with relevant programmes, Sector departments or municipalities and inform them of current issues in the media environment that require intervention.
- v) Provide advice and make recommendations on communication matters to the Executive Authority (EA) and HoD.

c) The Departmental spokesperson should be supported by a professional and dedicated team of officials from the various programmes to:

- i) Advise on what should be included in the departmental media campaigns including statements.
- ii) Monitor issues arising in the media environment that require the attention of the HoD, MEC or the relevant SMS member.
- iii) Media enquiries relating to the department must first be brought to the attention of the Director: DCC or the Media Liaison Officer (MLO) in the MEC's Office, who will engage with the relevant officials before comment is provided to the media.
- iv) The spokespersons must adhere to the following:
 - a) Have the required training for the job,
 - b) Attend induction into government communications to hone their skills.
- c) Induction will be managed by the Director for Corporate Communication (CC) in collaboration with OTP, GCIS or their designated officials and may be conducted before the employee is appointed as a media spokesperson. In instances where a media

spokesperson has already been employed without this training (prior to this policy directive), the media spokesperson will need to avail themselves for training.

d) The MLO must prepare briefing/ speaking notes for the MEC before any interview is undertaken.

8.3.3 Media Engagement

a) The media engagement function is allocated to the Director for CC, or any person so delegated by him/her.

b) The Director: CC must:

i) Lead the media engagement activities within the department in collaboration with the MLO.

ii) Be the official point of entry for media into the department on any media related issues affecting the department.

iii) build and maintain good relations with the media.

c) All communication with the news media including media releases, advisories, statements, interviews, conferences and briefings, letters to the editor, opinion pieces (op eds), technical announcements and other information or material given to news media representatives, fall under the media engagement activities of the DCC of the department in collaboration with MLO.

d) Media engagement applies to public-speaking engagements and written articles where it might be expected that the publication or circulation of the comments can spread to the community at large. This also applies equally to all departmental employees across all District Support Centre offices.

e) The media must be given equal access to information and all interactions with them must always be professional. The target audience determines which media the department selects in its engagement with journalists.

f) No official of the department is allowed to speak to the media without the approval of the HoD or his/her designate acting within his/her scope of employment and in his/her official capacity.

8.3.4 Roles and Responsibilities on Strategic Communication

The Director needs to, among other things,

- a) Deliver an integrated five (5) year CS aligned to the Provincial Communication Strategy (PCS) and the National Communication Strategy Framework (NCSF) of GCIS for the new electoral political term.
- b) Produce, the CAP aligned to the CS premised on MEC's PS. The CAP is reviewed annually.
- c) Oversee the implementation of the CAP through the production of quarterly reports.
- d) Provide advice and recommendations on communication to the political principal and HoD as and when required.
- e) Manage the coordination and implementation of the communication response to unplanned and urgent communication needs, including crisis situations.
- f) Provide overall management of the communication team to support the implementation of effective communication, including but not limited to media engagement, communication platforms, campaigns, marketing and Public Relations functions, as well as research and analysis to measure the impact of communication activities.
- g) Ensure that the institution is informed and fully aware of the CCP.
- h) Oversee the ongoing training and capacity-building of communicators, including their induction.
- i) Participate actively in all strategic meetings of the organisation.

j) Act as the custodian of all content emanating from the institution and where the GCIS is called upon to assist, present the content that is to be used for communication.

8.3.5 Labour Unions

- a) This policy does not restrict the right of elected representatives of recognised trade unions or staff associations to express their views through or to the media directly.
- b) Elected representatives of recognised trade unions or staff associations are fully entitled to make comments on behalf of their staff associations or trade unions. They are not permitted, however, to comment on behalf of or represent the department.

9. COMMUNICATION STRUCTURES

9.1 Local Government Communicator's Forum (LGCF)

- a) The LGCF is designed to ensure integration, consistency and coherence to local government communication.
- b) Integration of government communication ensures that communication reaches the intended audience and government structures remain up to date.
- c) Discuss strategic government communication issues within the NCSF, MTSF and SoNA, SoPA and departmental Policy Speech.
- d) Assess the implementation of government's communication programme and the strategies that have been aligned to this programme.
- e) Share information and iron out communication problems.
- f) Introduce case studies, share lessons learnt and establish best practices.
- g) Establish relations with communication partners and stakeholders at national, provincial, district and local levels.
- h) Assist with building capacity and the development of CS and CAP.
- i) Strategise and plan communication activities for the forthcoming year.
- k) The LGCF meets quarterly organised by DCoGTA and supported by officials from GCIS, SALGA, District, Metro and Local Municipalities. Officials are invited from various sector

department and other government structures to make presentations as and when there is a need to do so.

l) The functionality of the forum is monitored through the quarterly reports.

9.2 INTERNAL COMMUNICATION FORUM

a) The Internal Communicators Forum (ICF) has been established to attend to the risk of inadequate profiling and publicity of service delivery programmes by the department.

b) The Forum is composed of service delivery sub programmes and sits on a quarterly basis guided by the approved Terms of Reference (ToR).

10. GOVERNMENT EMPLOYEES AS PRIVATE CITIZENS

a) Any media communication emanating from departmental employees in their private capacity (blogs, social media posts; letters to the editor) must subscribe to the Public Service Act, 1994 (Act 103 of 1994) and the Code of Conduct for Public Servants.

b) Information acquired while on duty must not be used to voice personal opinions.

c) Inappropriate media engagement is further discouraged. This refers to engagement that:

i) Brings the department or stakeholders into disrepute.

ii) Undermines the integrity and reputation of government, department and its leadership or its stakeholders.

iii) Presents a personal viewpoint as a position that is held by the department.

iv) Discloses sensitive or classified departmental information without proper authority.

v) Comments on pending or current legal issues relating to the department.

c) Government officials at a senior level (MLOs, Directors, DDGs, GMs, Managers, etc) act as government representatives and their opinions and comments, are likely to be seen as official by the media. Officials at this level cannot engage in any media platform or express views and opinions that would be seen as contrary to an official government position.

d) Where the media perceives a government employee to be a representative of government and where the opinion/comment is likely to be seen as official, this representation will require official approval from the HoD before it is submitted.

e) At times, these communication opinion pieces may require further approval at a political and administrative level.

f) Cogta spokesperson and the MLO must always strive to avoid contradicting communication messages of other government departments.

11. RESPONSE AND LIAISON STANDARDS FOR MEDIA ENQUIRIES

- a) DCoGTA must respect media deadline requirements and endeavour to provide open and equal access to all news media.
- b) All media queries must preferably be acknowledged in a reasonable time that directly relates to the medium, whether print, broadcast or online.
- c) Agreement should be reached between the media and the Cogta spokesperson on deadline delivery times and all changes to these agreements communicated.
- d) Communication channels should always be kept open, and the media updated on any pending media enquiries.
- e) Designated departmental spokespersons must be available to deal with media enquiries and return calls timeously.
- f) The Director in consultation with the MLO and vice versa has the authority to approve media statements to enable achievement of deadlines.
- g) Top, Executive and Directors are always expected to provide timeously content and feedback to maintain a good reputation of DCoGta.

12. SOCIAL MEDIA

- a) Digital technology has changed the way people communicate and share information. Platforms like Facebook and Twitter operate in real-time where news breaks and citizens engage in online discussions.
- b) The Director must be given the flexibility to operate in this changing environment, create relevant content and respond to issues emerging in real time.
- c) Consideration should be given to communication campaigns in the most appropriate communication channels/methods for a particular audience. Where necessary, the DCoGTA must continue to use traditional forms of media in conjunction with new media to not exclude members of the public who for various reasons might not have access to the new technology.

13. WEBSITE

- a) Websites are widely used by government to publish information and engage with the public.

- b) DCogta must ensure that its website is accessible 24/7 and is updated regularly by designated employees.
- c) Branding should be managed through the official applicable CIM of DCoGTA.
- d) It is the responsibility of the various content owners to make available updated and accurate information as and when there is a need to do so.
- e) The Director or his/her designate must verify all content that is to be placed on the website beforehand with to the correct brand application.
- f) The Director or his/designate reserve the right to not publish information that contradicts professional standards until it is made good by the end user.
- g) It is the responsibility of the ICT officials to assist to upload content in the Website.

14. COMPLAINTS ABOUT MEDIA COVERAGE OR REPRESENTATIVE

- a) Any complaints from within government regarding the performance of the media, e.g. the content or tone of media coverage, the behaviour of a reporter in their dealings with the government, shall be made to the Office of the Director.
- b) The Office of the Director will be responsible for deciding, in consultation and with approval of the Chief Director for SMCIS, the HoD and the MEC, which, if any, action will be taken in response to such a complaint.
- c) Should the Director, Chief Director for SMCIS, DDGs, the HoD and the MEC consider the matter to sufficiently warrant further action, the following steps may be taken:
 - i) An official letter must be sent to the media institution outlining the nature of the complaint and the recommended remedial action.
- d) If the Director, Chief Director for SMCIS, DDGs, HoD and the MEC are not satisfied a complaint may be logged with the following institutions:
 - i) The Press Council in a print media or online media environment (www.presscouncil.org.za)
 - ii) The Broadcast Complaints Commission of South Africa in a broadcasting environment (www.bccsa.co.za)
- e) The Director, in consultation with the departmental Directorate of Legal Advisory Services, Chief Director for SMCIS, DDGs, HoD and the MEC must decide whether the complaint is of such a serious nature that it warrants further legal action.

15. OFF-THE-RECORD COMMENTS

a) No government employee will speak to the media “off the record.” The only exception is the MEC, HoD, Director for CC and the MLO with the written authority of the MEC and when there is the need to do so.

16. PUBLIC DISCLOSURE AND RIGHT TO INFORMATION

a) The Promotion of Access to Information Act (PAIA), 2000 (Act 2 of 2000) provides for requests addressed to the department by members of the media to be directed to the SM and the MLO immediately for consideration.

b) If the department receives a PAIA request from the media in writing, it must be stamped to record the date of receipt. When a verbal request is presented to the department by the media, it should be documented in writing; the Director will, whenever possible, require the requesting party to sign the documentation, which will then be time-stamped. Must be made in writing and in the prescribed form as provided for in the Act.

c) If a representative of the media asks the department for information that is already a matter of public record, the department should make such information available to the media representative within a mutually agreed time frame. Withholding such information will only force the media representative to use other sources.

d) Requests from non-media sources for information under the PAIA 2 of 2000 should be directed to the department’s chief information officer.

e) The HoD should be informed of all requests for information under the PAIA 2 of 2000, as such information may find itself in the public domain and have implications for future media coverage relating to the department.

17. CLASSIFIED INFORMATION

Unauthorised disclosure of classified information to the public or the media will result in disciplinary action being taken against the government official responsible.

18. PHOTOGRAPHIC AND VIDEO COVERAGE BY THE MEDIA

a) Taking of photographs or videography is expressly prohibited on the departmental property without the prior approval of the SM or his/her nominee in consultation with Chief Director for SMCIS and the HoD.

b) If authorised by the Director on official business, media representatives may be allowed inside government facilities under the supervision of the Director or his/her representative.

This includes video filming, interviews, documentaries, news releases or other approved projects.

19. SUPPLY OF PHOTOGRAPHS AND FILM FOOTAGE

- a) Any departmental official submitting photographs and video footage to the media must advise that copyright rests with the DCoGTA and this should be reflected in the credits. In such instances, the Director and the end user Directorate must be consulted.
- b) The DCC must ensure that photographs and visual material supplied to media houses are used for the same reason(s) for which they were requested.
- c) If need be, a final copy of the product must be made available to the DCoGta through the DCC.

20. FUNDING FOR COMMUNICATION

- a) Resources of 1% to 5% of the institutional budget must be allocated to the communication function, based on the communication's strategic plan and the size of the institution. This budget must be ring-fenced.
- b) In addition to other standard items, the communication budget should include funding for:
 - i) Staff to fulfil the strategic communication functions
 - ii) Training, and
 - iii) Internal and external communication programmes.

21. POLICY REVIEW

The Policy will be reviewed after five (5) years or sooner when it is deemed necessary to do so guided by the applicable Policy.

